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# Unique policies and initiatives for a premier skill ecosystem

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## Introduction

The Government of India has decided to provide skill training to 500 million of its youth by 2022, based on the estimated demand for skilled manpower over the next decade. As per the 2011 Census, India has 55 million potential workers between the ages of 15 and 35 years in rural areas. At the same time, many industrialized nations are facing an ageing population problem. Some of these countries are expected to face a cumulative shortage of 57 million workers by 2020. These numbers represent a historic opportunity for India to transform its demographic surplus into a demographic dividend. Several Ministries have been assigned targets for skilling India's youth to contribute to the Government's vision for making India the skill capital of the world.

As a result of the target set by government of India, Kerala got an allocated target of 71200 for skilling and placement in the year 2016-2019. The programme is therefore designed to not only provide high quality skill training opportunities to the rural poor, but also to establish a larger ecosystem that supports trained candidates secure a better future.

'Deen Dayal Upadhyay-Grameen Koushal Yojana', erstwhile aajeevikaskills, the skill and placement initiative of the Ministry of Rural Development (MoRD) under National Rural Livelihood Mission (NRLM), is a significant initiative that the Government of India and Kerala State have embarked upon to turn the advantage of our young population to become the largest pool of technically trained manpower in the country/world by investing adequately in their skilling and employability, turning this youth potential into reality. 'DDU-GKY' aims at skilling poor rural youth and providing them with jobs in the organized sector.

DDU GKY programme has a well defined Standard Operating Procedure (SOP) which has national prospective and well fit in most of the cases. But while comparing to the aspiration level, motivational factors and education qualification of Kerala students it is necessary to add some value to the existing skill eco- system.

Kudumbashree has been doing remarkable initiatives to the skill ecosystem so that the programme gets more acceptances. Also find all possible way of convergence with its existing programme/ schemes. As of now kudumbashree has introduced a number of unique policy level initiatives which got nationwide remarks. PIA grading, foreign policy, exclusive ERP, Management information system, convergence with Micro Enterprises units, Community tracking, etc are the major initiatives.

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## Policy level initiative

### 1. PIA Grading and Incentive Policy

As per the status, Kudumbashree SRLM has 61 PIAs and 96 projects in hand. In order to improve the quality of training centre and training delivery, The SRLM has devised a policy in which the PIAs are graded and are incentivized. These initiatives have introduced to ensure the overall training and placement quality of the PIAs and to recognize their efforts towards the project implementation. As per the policy, the training centres will be graded out of 400. Marks secured above 75 % is awarded A grade, marks in between 50% and less than 75 % is awarded B grade and the marks secured less than 50 % is awarded C grade. Rating and grading is being undertaken twice a year.

Based on the grading of the PIAs, targets will be right sized every year and additional project sanctions to existing PIAs to be linked to Grades awarded through Rating & Grading. The incentivizing will be as follows:

- **Grade A PIAs:** Allocation additional target to PIAs (5 times of existing approved Training Centre capacity) and immediate approval of 50% of 2nd Installment on submission of placement documents.
- **Grade B PIAs:** Allocation of additional target to PIAs (3 times of existing approved Training Centre capacity) and immediate approval of 25% of 2nd Installment on submission of placement documents.
- **Grade C PIAs:** To be decided by the Project Approval Committee and Payment on pro rata basis if PIA completes at least 50% of training and placement consecutive target given.

#### Score

- Total marks-400
- Marks assigned to Training centre physical infrastructure and quality of training-200
- Marks assigned to the placement and efficiency in project management-200

#### Social Audit Introduced as a Tool for Grading

Social auditing will be done on the basis of verification of self evaluation forms submitted by the respective training centres of PIAs. CDS has the responsibility, with the support of Block co coordinators of DDU GKY, to form the social audit team and conduct the Social audit. Those training centres gets more than 5 marks (out of 10), in Self evaluation, will be considered for social audit. The social audit team comprised of the voluntary members from different arena of society. The team including

- Beneficiaries (trainees/alumnae)
- Parents
- elected representatives (ward member/councilor),
- CDS
- social workers and
- Block Co-ordinator as convener

Based on the social auditing report, an inspection team has appointed at the District level for inspecting and verifying those training centres got more than 50% marks in social audit. hence the social auditing has that much significant in the process of training centre rating and PIA grading as it act as primary filtering/ selection process.

**Table 1: PIA wise grading and training centre rating-2017**

Sl no	PIA	Total	Final Score	Grade
1	Quess Corp	256	64.01	B
2	CCD	190	47.47	C
3	AppolloMedskills	257	64.18	B
4	Orion	255	63.84	B
5	DB Tech	203	50.84	B
6	CAP WDI	233	58.15	B
7	MSSS	258	64.38	B
8	ITCOT	174	43.50	C
9	Rajagiri CSS	310	77.42	A
10	AIAEF	227	56.79	B
11	Kites	289	72.25	B
12	MSMIT	300	75.00	A
13	Shri technologies	263	65.67	B
14	Kitex	264	66.09	B
15	SB global	271	67.75	B
16	Dent care	317	79.34	A
17	Skill pro	233	58.25	B
18	Kapston	223	55.75	B

19	WSS	327	81.83	A
20	Synchroserve	276	69.11	B
21	Centum Work skills	237	59.31	B
22	Mega	314	78.50	A

\*\*Total marks-400  
 Marks assigned to TC-200  
 Marks assigned to management-200  
 Mark is calculated out of 100 after adding all the marks  
 Mark secured above 75-awarded A grade  
 Mark secured more than 50 and less than 75-awarded B grade  
 mark secured less than 50- awarded C grade

## 2. Qualitative Appraisal (Q.A.) Fund Channelized for Foreign Placement Assistance

During the first phase of DDU GKY, Kudumbashree has conducted the qualitative appraisal of prospective PIAs and empanelled 34 PIAs based on the qualitative appraisal. Later due to high volume of work and insufficient staff strength, it was decided to delegate the qualitative appraisal to KASE as a temporary arrangement.

As the appraisal rates charged by KASE for QA were too high, most of the Agencies were not coming forward with new project proposals, which have got an adverse effect on project implementation. In addition to the appraisal fees, Agencies have to furnish 6.25% Performance Guarantee from Bank, before the signing the MoU. Hence SRLM has decided to reinstate the responsibility of conducting Qualitative Appraisal and revise the QA fees. (revised rate of QA is attached as annexure no: 2 ) After the revision,

Kudumbashree has done Qualitative appraisal of 3414 prospective PIAs and collected an amount of Rs.46,50,000/- as appraisal fee.

As SRLM has sufficient staff strength, it has reinstated Qualitative Appraisal from Kerala Academy for Skill Excellence (KASE) and has revised the QA fees. This is expected to strengthen SRLM by efficient and objective appraisal with the help of expertise in the field and programme, to attract more quality PIAs to the state and to improve the efficiency and quality of programme implementation. The reassuming of the responsibility has also helped in allocating trades which have market demand and in the domain where PIAs have core competence.

The appraisal fee which will be used for candidate welfare purpose especially for foreign placements. The amount would be used as a revolving fund to support the visa fees, medical and other related expense that students have to incur. A policy is being formulated for the same.

Category	Appraisal fee
PIA having head office within Kerala	100000
PIA having head office outside Kerala	150000
PIA having head office at metro cities, outside Kerala	200000

*Table 2 : Revised appraisal fee per project application under DDU GKY in Kerala is as follows.*

## 3. Foreign Placements (66) and Targeting 450 in 2018-19

Foreign Recruitment Programme is an exclusive innovation scheme developed by Kudumbashree SRLM for International Placements. So far 66 foreign placements had been recorded across the state. International offers had been rolled out across sectors such as Mac Donalds, the world's largest restaurant chain, and also in Retail, Food Processing & Quality Controlling (FP & QC) with brands like Armed Forces Officers Club (AFOC) & Hotel Abu

Dhabi, United Arab & ID Fresh Food Pvt. Ltd etc. The average International Salary offered to the students was Rs 35,000 + Incentives. The minimum salary offered under DDU-GKY Global Placements is Rs 25,000. Kudumbashree SRLM targets Foreign Placement for about 450 candidates during 2018-19.

Based on the feedback there upon received from the PIAs and from students it was found that many qualified and deserving students weren't able to take up foreign placements as they couldn't meet the amount pertaining to

visa and air ticket charges. Hence Kudumbashree, SRLM, is proposing a voluntary funding mechanism to support these students

### Foreign Placement - Guideline to P.I.A.s

Kudumbashree, SRLM, is proposing a voluntary funding mechanism to support these students. An amount (Not Exceeding Rs 50,000) shall be borne by PIA once the student secures a job abroad and obtains offer letter with a net salary of RS 25000 (excluding food and accommodation) towards meeting visa charges, mandatory medicals and for air ticket. This amount can be recouped from the student on mutual agreement within seven months or an extended time frame mutually agreed upon. An undertaking (Annexure-1) including student, parent/spouse and PIA in the presence of CDS chairperson/person designated by CDS chairperson have to be signed in case the student intends to avail this facility.

The agency may book this under the latest instalment received to meet the foreign placement expense incurred on behalf of needy students, against submission of actual bills and the amount must be fully adjusted in the final instalment.

## 4. Exclusive ERP Software

To monitor all the PIAs under the SRLM Kudumbashree has devised brand new ERP software and was launched on 1 April 2018. The particular ERP covers all the chapters in

the SOP and it has been developed in two phases. Phase one covers mobilization to training completion and phase two covers placement & tracking, PIA grading and financial modules.

### Features

- SOP based alert system –Base on the SOP the system generated alert will be send to each PIA against the non compliance and delay in implementation.
- Reminder through SMS – a system generated SMS will be send to remind the important date/ stages of project implementation.
- Auto generated mailing system- for regular communication with respect to the implementation and also intimating project related issues ect will be possible through this ERP.
- Data validation at different levels- Since this ERP having multiple users the data validation is possible at different stages.
- Role based access control – Role based monitoring and evaluation is possible by generating topic specific report.
- Static and dynamic reports- The ERP having its on pre defined reports and need based report generation also possible through this.
- Real time monitoring of progress- in time and regular updation of data brings the chance of real time monitoring.

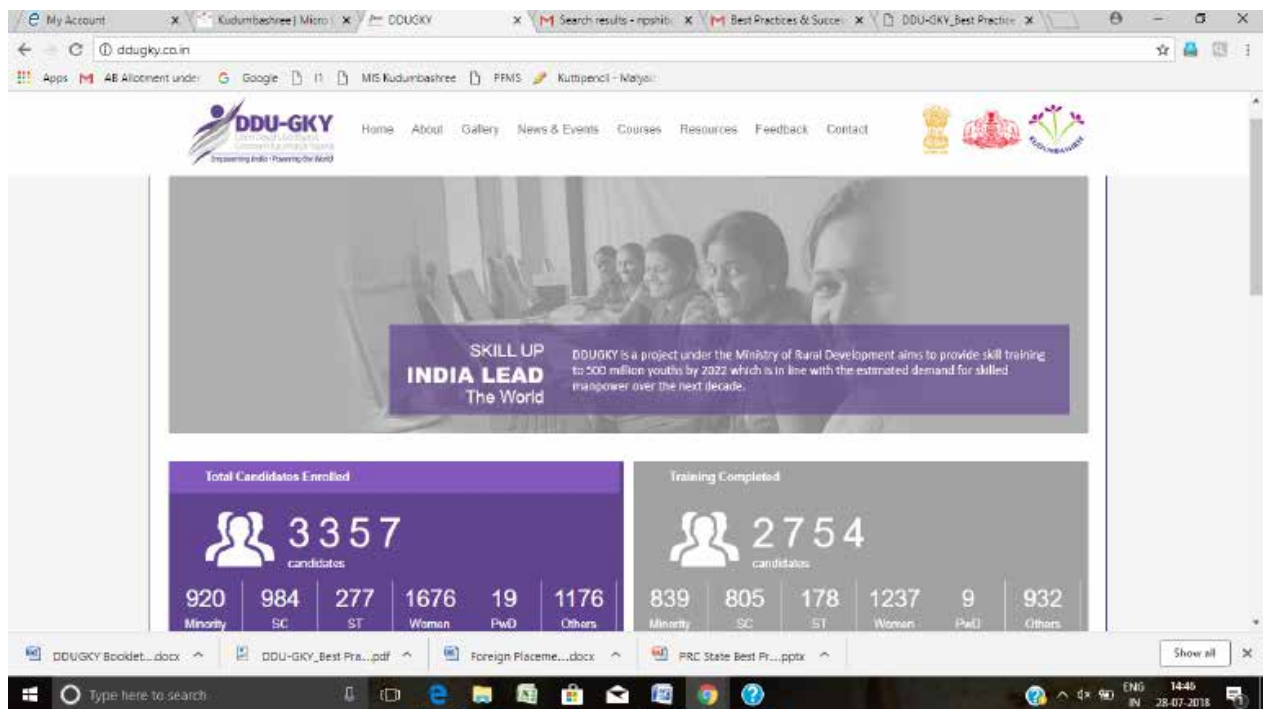


Exhibit 1: Screen shot image of ERP

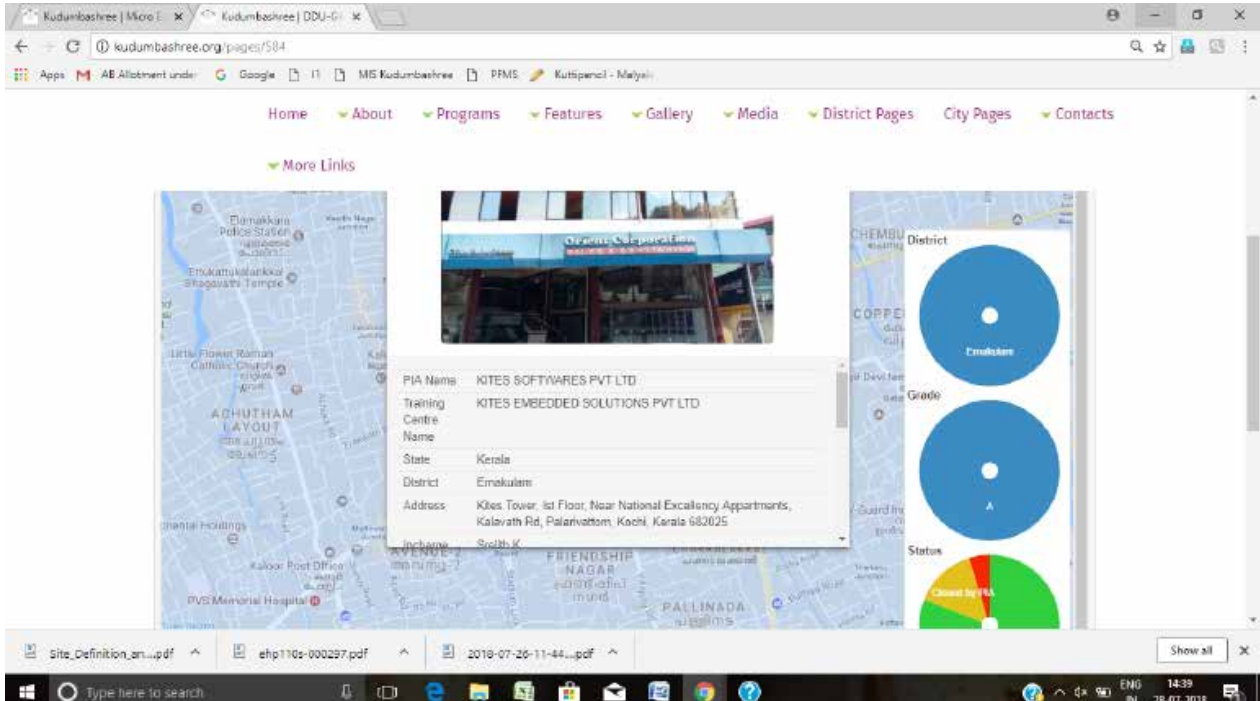
## 5. Geo Spatial Information System

SRLM has developed and installed a Geo spatial Information System that covers all the Active Training centres throughout Kerala which would enable the public to access the information about the training centers and courses at a glance. Therefore the prospective candidates can avail the information and access the courses as per their aptitude, interest and accessibility. It is helpful for mobilization, monitoring and rating and grading of TCs

and PIAs respectively as well.

From Geo spatial Information System, it is possible to get the location of each TC, details of courses, no of trained Candidates, under training, course completed, placed etc. In addition to this, photo of training centre and contact details are also available. The GIS system can also generate basic reports related to programme implementation status.

Link: <http://kudumbashree.org/pages/584>



*Exhibit 2: Screen shot image of GPIS*

## 6. Socio Economic Caste Census Data Used for Target Allocation

Kudumbashree SRLM has used Socio Economic Caste Census data for performing the target allocation process. The targets have been allocated for each district as per the ruralness of each district. The ruralness and the target allocated were directly proportional to each other. Which means that extra target was allocated for the districts which had more rural areas and the target was minimized at the areas which had comparatively low area of rural places. This practice made the PIAs to focus more on rural areas rather than focusing on urban areas.

## 7. Fund Release- New Bench Mark

Kudumbashree SRLM has set a bench mark by minimizing the time in fund releasing. SRLM has improved fund release from 17 days to 11 days from the signing of Project Approval Committee (PAC) meeting minutes. The Project Approval Committee was held on 21 July, 2017 under

the Chairmanship of Secretary, Local Self Government Department, Government of Kerala. The Minutes of the PAC Meeting was signed on 28 July 2017. And the MoU was signed between the Project Implementing Agencies on 3 August 2017. The first Installment was released to Agencies on 8 August 2017. The average days of sanction was set as 5 days, the average days of MoU was set as 7 days and the average days for first Instalment release was set as 5 Days.

Later during March 2018 a similar meeting was held during which the fund releasing was done within 12 days after the secretary level meeting. After the secretary level meeting MoU was signed within 7 days and after signing the MoU, fund was released in 4 days. The activities prior to the commencement of the skill training could therefore be started because of the administrative efficiency of the SRLM. It was with the coordinated effort of PAC, SRLM and Project Appraisal Agency the new benchmark was set. This exercise helped SRLM in commencing classes at the earliest.



## Chart Title

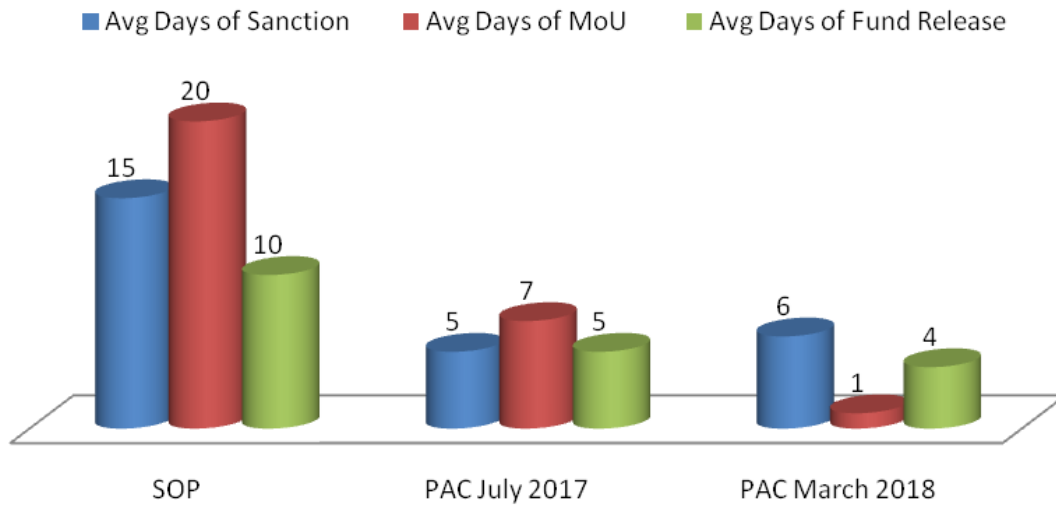


Figure. 1

## 8. Web Based Monitoring of Projects and Fund

Kudumbashree SRLM has an online monitoring portal to supervise the progress of the projects being implemented by Kudumbashree Mission. The details of the monthly progress and status of Implementation of each activity are entered in the web portal in tabular form and it's available in the public domain at Monitor Progress. The District Programme Managers of the concerned programmes update the portal on regular basis. The District Programme Managers (D.P.M.) of DDU-GKY programme update the website monthly. Tabular data on Mobilization, Training Status, Job Mela, Information Education Communication (IEC), Community Based Tracking, DDU-GKY monthly Expenditure etc are made available in the website. And based on Monthly Progress Report (MPR), meetings and reviews are organized to monitor the progress of the programmes. As the updation is in the public domain, anyone can cross check the status of the project and funds from any part of the world. The web based monitoring system provides a sense of transparency in the execution of DDU-GKY programme in Kerala implemented by Kudumbashree Mission.

<http://kudumbashree.org/pages/483>

## 9. Introduction of Community Based Tracking

Community Based tracking was introduced by the Kudumbashree SRLM to mobilize and track the right beneficiaries through the community network system of Kudumbashree Mission. Kudumbashree is facilitating the mobilization of aspirants from different parts of Kerala

through concerted community action in partnership with Project Implementing Agencies (PIA). The major role of Kudumbashree is to disseminate the project information, identify the right beneficiaries, counsel and motivate the candidates and track the candidates. Through its Community Development Societies - Area Development Societies - Neighbourhood Groups structure, Kudumbashree Mission has organized numerous camps at the Panchayath, block and district levels. Through this active participation in mobilization and follow up, Kudumbashree was able to complete training for 28,432 students and placement for 21,425 candidates.

Reaching out to the community is a humongous task involved in training and capacity building, public relations, social networking and last mile delivery. Active community based resource persons are required for support for this activity who know the local community, the youth and their aspirations. Thus Kudumbashree has launched a new scheme for incentivizing community tracking and mobilization by organizing a pool of Community based Volunteers. As part of this scheme each Community Development Society are advised to select one community Volunteer and delegate the responsibility of mobilizing, tracking and maintaining "Naipunya" register (skill register). Based on the performance of the community volunteers, Kudumbashree district mission will release the incentive to concerned CDS and the CDS will release the amount to Community Volunteer. It is envisioned that the community will take ownership about the program through this intervention and reach out to the right beneficiary. If the mobilized candidate joins the programme, the community volunteer would get an incentive of Rs 500 and if the student gets job placement, the member would get Rs 1000 as incentive. If the NHG member is mobilizing

an SC/ST candidate, the incentive amount would be high. The community based mobilization was introduced to mobilize the appropriate candidate avoiding dropouts.

Presently there are 910 community volunteers enrolled for mobilization and tracking.

Sl No	Particulars	General Candidates	Vuln. Candidates
1	Mobilization	500/-	For CDS
2	Selection (Batch Freezing)	100	150
3	Training completion	100	150
4	Job appointment	150	200
5	Placement	200	300
6	Placement 1 year tracking	360	360
7	Carrier Progression	500	500
8	Abroad Placement	1000	1000
	Total	2410	2660

## 10. Policy for convergence with Existing micro enterprises Canteens

The Kudumbashree experiment all possible way of convergence with DDU GKY so that the beneficiaries get benefited. The DDU-GKY canteens are run by the Kudumbashree Mission's Micro Enterprises Groups which would cater as an income generating avenue for the Kudumbashree women. Presently Six canteens of DDU-GKY are run by Kudumbashree members and a financial benefit worth Rs 1 Cr was received by the Kudumbashree Units.

### Garment, cap and bag making units

DDU-GKY guidelines stipulate that PIAs provide sets of uniform to the candidates who are enrolled in the training centre and one pair of uniform shall consist of one cap and Two-T-shirts for Boys and Two sets of salwar, kameez and dupatta. The budget allocated for Uniform Cost is Rs 1000 per candidate as per DDU-GKY guidelines. Kudumbashree made a relevant intervention that the work order for stitching the uniforms was given to the Kudumbashree Micro Enterprises as the Kudumbashree Micro Enterprises or apparel parks have the capability to supply the DDU-GKY uniforms as per the Standard Operating Procedures. SRLM deducted the cost for stitching the uniforms and transferred the same to the Kudumbashree Micro Enterprise Units. An amount of Rs 8 Cr. is earmarked for the convergence.

## 11. Attappady Skill Training programme

The tribal students from Attappady Tribal Settlement depended upon the training centres at Palakkad and other

neighboring districts which eventually lead to higher drop out, as they don't prefer to stay away from their native place. As a solution to reduce dropouts, Kudumbashree SRLM launched the training centre at Attappady, the only tribal intensive block in Kerala. SB Global, the Project Implementing Agency started their training centre in Attappady and offered Domestic Electrician, Welding and Plumbing Courses. Handholding was done by the Kudumbashree SRLM by extending assistance to temporarily set up the training centre in a governmental building. Around 159 students completed the training and 111 got job placements.

### 12. Exclusive Batches for PWDs and Transgender

As part of Inclusion of all, Kudumbashree SRLM has initiated a special batch giving special focus for the Persons with Disabilities and other weaker sections, with the support of Project Implementing Agency, Rajagiri College of Social Sciences, Kochi. As larger numbers of PWDs were of Locomotor Disability, who experienced the inability to execute distinctive activities associated with moving, both personally and objects, from place to place, needed special attention as they were denied the opportunities in jobs. These candidates also need special attention as they don't have any bread winner or support for the survival of family other than them. It is in the light of this realisation that SRLM has initiated a special batch for PWDs and other weaker sections.

A special batch with a sanctioned strength of 150 PWDs was commenced to provide skill training. They are provided skill training in Book Binder, Front Office Associate and Housekeeping Attendant jobs. The mobilization for the programme was completed and the first batch for the Orthopedically Handicapped & mild Mentally Challenged was started.

### 13. Centralized Call centre, Migration Support Centre and Job Portal

The migration support centre and call centre is located at Vyttila, Kochi, as most of the students find job opportunities in Kochi, the commercial capital of Kerala. Kudumbashree SRLM has been working to reduce the vagaries associated with migration of the DDUGKY youth in three ways by offering them with suitable training opportunities, helping them prepare for employment away from home and by providing counseling and support services for a reasonable period of time which would enable them to adapt to a foreign environment. Migration Support Centres (MSCs) established at Kochi, Ernakulam district is a further step in this direction. It's walk-in resource centre for successful trainees of DDU-GKY, displaced from their native in search of better employment prospects. Migration Support Centre offers counseling, access to information, acclimatization support and targeted services to displaced workers. It's services also include Pre-Migration Preparatory Support for both domestic and abroad placed candidates, Post-Placement Counseling, Registering migrant workers and undertaking periodic counseling, facilitate accommodation, undertaking qualitative research amongst candidates and employers as follow-up to Post Placement tracking, job retention and career progression counseling, facilitation for securing utility services, Provide inter-department or inter-institution liaison support, providing support to workers in case of exigencies and work disputes etc.

#### Call centre

The call centre set up for the DDU-GKY candidates within Migration Support Centre helps resolve the grievances of candidates and act as an important source of information for candidates, which means that the call centre would also act as Public Grievance redressal system.

#### Job portal

The job portal would enable the employer to select the appropriate aspirant from a pool of trained candidates

from training centres across the state. The employees would also get the information on the current openings as well. The monitoring of the same would be done by the Kudumbashree SRLM. The software will have provision to update the data of the 21,425 candidates of DDU-GKY who had received job placements till now, which will help in tracking the candidates.

### 14. Motivational Training to Candidates to Arrest Dropout

When Kudumbashree SRLM mobilized 27,000 candidates and started training, about 3 % were recorded as drop outs. It happened because of the lack of enough counseling about the programme. On analyzing the issue, it was found out that the candidates actually also did not realize the effort and investment being laid by the Government on each candidate. On identifying this, it was decided to give a one day motivational training for the candidates. As a result, to minimize the rate of the dropout of the students who joined the DDU-GKY programme, motivational training was given to the students in all districts across the state, associating with MINDS, a registered society based in Kottayam District of Kerala, which is engaged in Human Resource Development and Training for various public and private sector enterprises. Therefore the trainers gave One-day Motivation Training for Phase II DDUGKY Trainees. The motivational training programme aimed to inspire and motivate the participants to achieve greatness in their personal and professional life and was specially designed, consisting of sessions that were experiential and interesting, conducted in a friendly atmosphere.

Around 3000 candidates who joined the skill training programme were given motivational training and it was found out that the dropout rates went down. Out of the 3000 candidates, only a minimal number of dropouts were registered, those too were of personal reasons. Therefore it was identified that Motivational Training is a best practice that can betook up and be replicated.